



## APPENDIX D FS ATTRITION SINCE 1986

6. Low morale (perception that the department's senior management simply doesn't care about the plight of overworked and underpaid officers); and
7. Decreasing job satisfaction

Over the past several years, the Department's recruitment criteria have been such that the majority of our new FS recruits are now older and more experienced. This combination, while it does provide some advantages to the Department, may also be contributing to our inability to retain these employees: individuals are less flexible and have shorter time horizons in terms of expected professional pay-offs (i.e. promotions/pay scales). At the same time, the combination of education, maturity and skills they possess make them attractive to the private sector which can offer compensation packages with which we cannot compete.

### **Conclusions/Recommendations:**

When all is said and done, salary, promotion prospects, the difficulty of accommodating a two-career family, and the existence of opportunities outside the department and the government are the key determinants influencing attrition among junior officers. The introduction of the Foreign Service Development Program (FSDP) should go some way in dealing with the compensation problem we face with respect to the FS1 group which views its salary and promotion prospects as non-competitive in comparison with other groups in the Public Service. Even with the FSDP in place, however, there will remain a perception among the FS group that career opportunities are severely limited as less than 3% of the eligible FS2 officer corps is promoted per year, which means that less than 25% of FSs can aspire to promotion. The introduction of the Universal Classification Standard is expected to address the problem of promotion prospects by allowing the introduction of 2 or more FS levels above the FSDP program.